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30 September 1981

MEMORANDUM FOR: D/NFAC
DD/S&T
DD/A
DD/O —

SUBJECT : Studies in Intelligence

John —

1. The rapid turnover in senior Agency personnel in recent years has been reflected in decimation of the Board of Studies. Over the same period the number and quality of contributions to Studies has declined, partly because of increased demands on our most thoughtful potential authors, partly because Board members themselves have not had the continuity and authority necessary to get pieces written. Last spring, in an effort to meet both problems, I proposed to the Executive Committee that the Board be reorganized with the Deputy Directors as ex officio members. This was met, understandably, with mitigated enthusiasm.

2. I am faced, nonetheless, with a badly depleted Board that needs reconstitution. In the past, the Board has consisted of a Chairman, nominated by his predecessor in consultation with the Board and approved by the DCI or DDCI, and about eleven members selected by the Board itself. Usually there have been at least two members from each Directorate and one from the DCI area. Members have been selected for their interest in Studies, for their ability to provide a variety of background and experience, and for their compatibility with the rest of the group. All members so far have been Agency career officers; although we have periodically discussed extending membership to other agencies of the Community, we have each time been persuaded that freedom to deal frankly with Agency matters outweighed any possible increase in external contributions (I would welcome your comments on this issue.)

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I would like to ask that each Deputy, if he is unwilling to serve himself, nominate his Associate or some other senior Directorate officer to represent him. We need someone who can speak for you, can develop ideas for articles, and can undertake to give appropriate authors time to write and to give contributors recognition for their work. Publication in Studies should be seen as career-enhancing. Beyond these four ex officio members, I would plan to select the other seven in the traditional way, but aiming toward at least one more from each Directorate. It would of course take time and additional turnover to get completely into the new configuration.

4. Service on the Board entails four Friday evening-Saturday morning sessions a year [] plus an indeterminate amount of individual effort to develop articles, consult with authors, and review articles.

5. The next Board meeting is scheduled for 16 October at Headquarters. I would welcome any nominations, before that time if possible, or you may want to discuss them with me.



Richard Lehman
Chairman
Board of Studies

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